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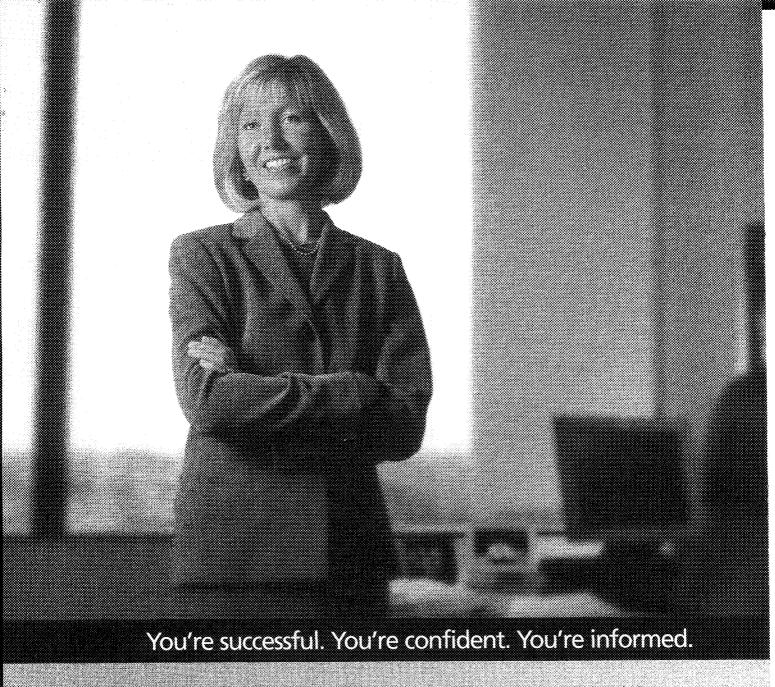
information
the monthly magazine of the special libraries association vol. 6, no. 10 october 2002

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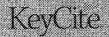
inside this issue:

Coping with Change in the Workplace Leaping Off the Edge Connecting in an Uncertain Environment The Stories of Three Information Professionals Imagine the Possibilities



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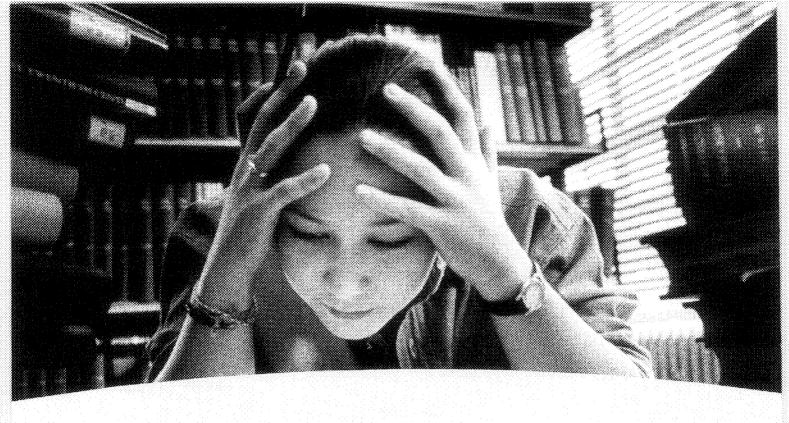
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Coping with Change in the Workplace
With the current volatility of the American economy, librarians have no choice but to cope

With the current volatility of the American economy, librarians have no choice but to cope with change in the workplace. Budgets are being slashed, staffs are being reduced and bosses are changing with increased frequency. How does today's librarian deal with these changes? Sharon Mosenkis shares her ideas.



Leaping Off the Edge: Thriving in Ever-Changing Information Futures
The careers of Deb Hunt and Rose Falanga were built on a foundation of service-oriented values. But these two information professionals have used continuing education and work experience to truly move into cutting edge jobs. This month both women discuss their careers in the information industry.

Connecting in an Uncertain Environment
With high-speed Internet connection available in our homes and offices and digital cable on our televisions, it may be hard for most Americans to empathize with Muhammad Yaqub Chaudhary. Yaqub's e-mail is so slow and unreliable that he sometimes has to drive four hours to Islamabad to send an e-mail. But this has not stopped Yaqub from trying to spread information to his countrymen. Discover his story in Nikki Enright's article.



28 Evolving: The Stories of Three Information Professionals
On the surface Nora Paul, Lorraine Laurino and Carol Ginsburg may not have much in common. While only one of the three women began her career in libraries, all three have ended up in the information profession. Discover how they got to where they are and how they have become change agents.



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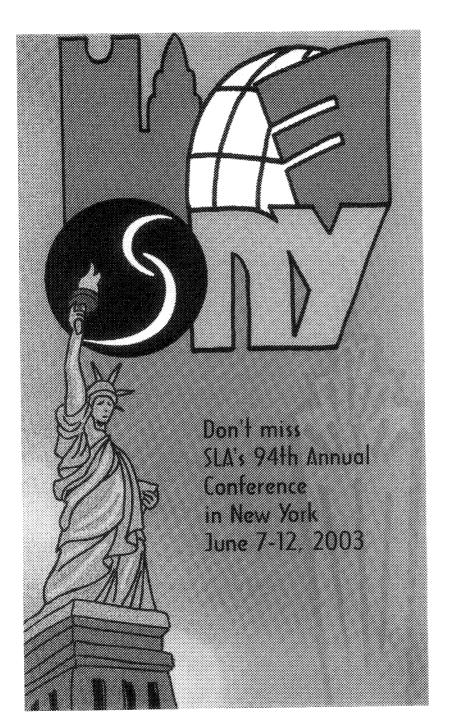
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The Monthly Magazine of the Special Libraries Association Vol. 6, No. 10 October 2002

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Information Outlook®

(ISSN 1091-0808) is the monthly, award-winning publication of the Special Libraries Association, 1700 Eighteenth Street, NW, Washington, DC 20009-2514; tel: (202) 234-4700, ext 674; fax: (202) 265-9317; e-mail: magazine@sla.org.

2002 Subscription Rates:

Standard subscription \$125 (both US and International) Single issue (January 1997-) \$15. Missing copies will be supplied when losses have been sustained in transit and as supplies last. Claims for missing issues must be filed within four months of date of publication. Claims for undelivered issues will not be allowed due to failure to notify the Membership Department or the Subscription Department of address changes or because an issue is "missing from the files." A copy of the mailing label and/or the subscriber number will facilitate the processing of claims.

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Imagine the Possibilities!

Given today's fast-paced global marketplace, economic turbulence, and political uncertainties, the windows of opportunity are narrowing and business strategies are quickly outdated and under intense scrutiny. Whether we like it or not, we are faced with change. Actually, we live change. Change should not have a stigma attached to its meaning but rather fuel our quest for advancement, improvement, trial and error, and learning.

In the late 1990s, businesses and academia were consumed with creating and embracing change management plans. These plans outlined everything from the stages of change to the change agents and change resistors to intensive deployment plans. The problem with these plans, in my opinion, is that by the time they are developed and adopted, they are outdated. These plans often focus heavily on step-by-step procedure. I further believe the most critical factor in succeeding with change is deep-seated in one's ability to view change and difference as the norm.

Different doesn't always mean better but it sure leads to new possibilities. Change should stimulate creativity and growth. Imagine for a minute that you are a child, unencumbered by limitations; free to explore and be fascinated by the simplest of new ideas; free to declare that blue is the best color in the world one day but convinced in three days that purple reigns. Imagine that you carry these and similar attributes into your adulthood and you don't allow yourself to be limited by preconceived notions and habits. While there is a certain comfort in consistency and predictability, imagine taking comfort in embracing instability in your personal and work lives. Imagine the possibilities.

This issue of *Information Outlook* focuses on several members' experiences, challenges and successes with embracing change. When you are done reading take time to assess your tolerance and ability to deal with change. Start with something relatively insignificant that occurs in your daily life, such as your commute or choices of restaurants. Imagine a new route or a new cuisine. Look not at the extra transfer or traffic light but rather what you might experience on this new route—a more scenic route, a walk past a new art exhibit, or interacting with new people. Expand what you learn about yourself into your professional life. Perhaps a new perspective will enlighten what you have to offer yourself, your employer and your clients. Imagine the possibilities!



Coping with Change in the Workplace



Sharon L. Mosenkis is group leader for Healthcare and Pharmaceuticals at FIND/SVP, Inc., the global business advisory and consulting company in New York City.

: • Working to Cope

THE VOLATILITY IN THE U.S. ECONOMY HAS TAKEN AS GREAT A TOLL

on information professionals as it has on accountants or management consultants. We have made the startling discovery that, in spite of our extraordinary contributions to our organizations and in spite of our great dedication and energy, our achievements do not insulate us from the increasingly chaotic work world around us.

Change is happening faster than ever. Mergers, acquisitions, reorganizations to improve productivity, and multiple rounds of staff reductions make it easy to lose one's bearings. Our bosses change with increasing frequency, and even CEOs are getting fired these days.

As employees, we usually take our cues from their immediate manager. If the supervisor interprets events positively, then we can focus on the job at hand. If the supervisor is rattled, distracted or constantly behind closed doors, we

worry, listen to rumors and start thinking about updating our resumes.

What if there is no immediate manager? What if the one person we trusted has been terminated or reassigned? This adds yet an-

other level of stress to our personal work environment.

Since it is likely we are being asked to accomplish more with fewer resources, there may be very little time to develop a working relationship with a new manager; and that individual may have other priorities other than understanding the importance of information or research services. The information professional may wonder whether it is even worth the effort to cultivate a relationship with a new manager, since he or she may be replaced a few months down the road.

At the same time, we information professionals have had the additional trauma of seeing effective and efficient information centers decimated by seemingly irrational efforts to cut costs. We all wonder if we (or a friend) will be next.

In actuality, we are just one piece of a larger puzzle in which corporate goals, business missions and even senior decision-makers keep changing as companies try to react to unanticipated economic pressures.

How do we cope? How do we maintain our enthusiasm for our work while avoiding stress and burnout? How do we prepare for changes that we know are coming even though we don't know precisely what those changes will be?

Change causes stress—even positive change. We cannot "fix" the world of work to make change go away. However, we can change ourselves. We can choose how we respond to change. Are we fearful? Are we hopeful? Do we avoid thinking about it? Do we worry about every

rumor that is passed along by other employees? Or do we try to anticipate potential changes and prepare realistic responses to the most likely future scenarios?

In an attempt to answer these questions, the SLA

2002 conference included a panel entitled: "Great Work! Naw Change!" The speakers were Judy Estrin, president of Partners in Enterprise, Inc., a Burbank, California firm, which advises companies doing large-scale personnel outplacements; Katherine Richards, a principal of WINN MALIN Information Staffing in Los Angeles; and Dr. Rita Scherrei, who was until her recent retirement, associate library director for the University of California at Los Angeles and UCLA's chief administrative librarian. Dr. Scherrei currently teaches library management at San Jose State College.

In the months leading up to this program, I conducted an informal survey via six professional listservs, inviting information professionals to share their recommendations on coping with change. I received more than 70 thoughtful and deeply concerned responses. In addition, I held indepth discussions about dealing with change in the workplace with five highly regarded management consultants.

Below is a summary of points made by the four 2002 conference panelists, the management and human resource consultants who were interviewed, and the many information professionals who provided input into the program.

The New Employment Contract

What we can expect from our employers has changed. The general understanding of what a company owes us and what we owe it—an unofficial employment contract—has evolved. We are still entitled to a wage, respect and

meaningful work. However, in this new employment contract, although the employer does not have to keep us employed forever, the employer does have to keep us employable. This means training and updating our skills to be ready for future

work challenges. It is our responsibility to make sure this training happens. Take all the training you can. Don't get so busy doing your current tasks that you neglect to allow yourself the time to upgrade your skills to become a more valuable worker. The training you take shouldn't just make you more effective at what you are doing now; it should prepare you for a successful future.

Your side of the contract is to use these newly acquired skills to the best of your ability for your employer. What is different in the new employment contract is its longevity. You agree to do your best for your employer while you are employed; but you are entitled to leave when the job ceases to be satisfying or when you discover a better opportunity. In fact, you always did have these rights, but in the past change was slower. We assumed we would be employed for a long time and that our em-

ployer was actively concerned about our career advancement during that time. We got in the habit of not thinking too much about our professional futures and not planning and preparing for them.

This is no longer possible. The new employment contract forces us to take active responsibility for our careers. We have to recognize the fact that this is no longer the employer's concern, except at the highest level of management.

The good news is that taking active responsibility for your career will help you cope. The best way to think about this is to assume that every position is a temporary assignment. Most bright young MBAs think this way—why shouldn't you? More important, most CEOs and company presidents think this way, too.

The reason they do this is because thinking of your job

as a temporary assignment is a better mindset to help you cope with change. If you assume change is going to happen, you will prepare for it, you will look for signs that it is about to happen, and you won't be stunned when it does happen. You won't feel the same stress, because you were expecting it to happen and because you have your action plan (and your resume) ready.

Not being object govern events. Covern myself In other words, as Benjamin Franklin said, "The way to be safe is never to be secure."

The very fact that you are doing something, anything, in preparation to respond effectively to future challenges takes away that ter-

rible, helpless feeling which can be so paralyzing at that time when you need to think most clearly

What We Can Learn from Generation Xers

In my discussions with management and human resource consultants, I was told the attitude of Generation Xers toward corporate work is different from that of previous generations. While they are as fully committed to doing excellent work for their employers as older employees are, their job is not as 'all-consuming' of their energies as it was for prior generations. They have a strong sense of self that is separate from the organization. They have a clear set of values, of which work-related values are only one part. Generation Xers do not feel the need to make excuses to leave the office early to attend a child's soccer game or concert.

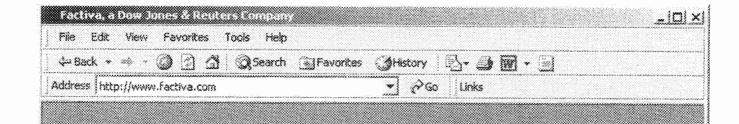
What are your values? How do you define yourself? What

else are you besides a librarian, a knowledge manager or a competitive inteiligence analyst or research manager? Consider the balance in your life. Is there balance? For many information professionals, their work is the most interesting thing they

do. They love it and willingly spend long hours at work. They devote much time to worrying about how well the work is done and how satisfied their clients are. They are loyal to their colleagues and co-workers. They are so committed to striving for excellence that they don't protest staff cuts, they just work longer hours. Are you consumed by your work? If you think you may be, it is time to step back and rebalance your life.

Guidelines for Coping with Change

Share your fears. Share your fears with your life partner or the person closest to you. Home should be your refuge. Keeping worries to yourself can destroy your home life.



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Don't create additional problems by freezing out someone who cares and who may be able to help you be more objective about dealing with your worries and fears.

Acknowledge that change is constant. Accept the fact that change is now a constant in our work lives. If you accept it, you won't be overwhelmed by it. In fact, change is good for you; it is the path to personal growth. It forces you out of

arrett"

comfortable and predictable grooves, no matter how comfortable that rut has become.

Avoid hitterness, grudges and blame. One of the factors that keep us from accepting something new and different is the very natural

desire to blame someone for our turmoil. Perhaps we think we have been treated unfairly. It is so easy to feel bitter, to hold grudges, to blame the boss or "the system" for failing us. But the more we hold tight to that bitterness and focus on how unfairly we have been treated, the harder it will be to accept that there is no going back to the comfort and predictability of the past. Focusing on how we have been "wronged" takes precious time and energy away from actually dealing with the situation itself. Be aware of this type of unconscious thought behavior. Choose to get beyond it. Look forward, not backward.

Prepare for change. Keep your skills current and be aware of trends in your environment that could affect your career. Keep your resume current.

Take breaks. Take breaks when work stresses threaten to

overwhelm you. Get outdoors. Take a short walk when things get tough.

Keep networking. Even if you are happy in your current job, keep your eyes open for the next opportunity. Remember that your

current position is your 'current temporary assignment.'

Take care of your body's basic needs. Exercise regularly and get enough sleep. Many people suggested yoga as an effective counter to stress.

Update your financial plan now. Know your financial situation and your financial worth so you can be realistic about how long can you survive without a paycheck. Talk to an experienced financial planner. You may be surprised at the resources you do have. When you have a plan for dealing with financial setbacks, you will be surprised at how much stress will disappear.

Take temporary assignments. Consider temporary work. Even if you can wait out a period of unemployment financially, temporary consulting will get you out into the world, reinforcing your networking and helping to maintain your technical skills.

Get out of the house. During your job search, don't spend all your time at home in front of the computer. Increase

the number and frequency of your interactions with people. Don't let being unemployed become an isolating experience.

Strive for work-life balance. Remember: It's just work! You can keep your

work worries in proportion if you don't define yourself solely by your profession. You are more than your resume. You are a person with many and varied talents, values and abilities. Your job uses just some of your skills, but not necessarily the most important ones. If you recognize your other talents and abilities, you will find a period of tension on the job or of unemployment to be not quite so demoralizing. You will maintain your self-confidence.

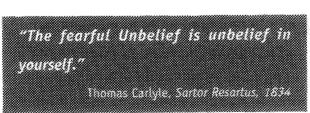
Develop non-work-related interests. Take time to develop interests and goals that are different from and unrelated to what you do at the office. Focus outward on the people in your life, not inward on your worries. Reach out to family, friends and worthy organizations. Appreciate how much there is of value in your life. This will go a long way toward helping you cope with

the stresses of change.

Thomas Carlyle understood that the worst consequence of wave after wave of unanticipated change and the ensuing workplace chaos was its affect on our self-confidence. It doesn't take much

of this kind of buffeting to undermine our sense of self. And the more prolonged the crisis, the more thorough the battering the psyche takes. The guidelines above can help you avoid this sort of personal wear and tear. However, no matter how helpful each guideline may be, it won't help until you take action personally. So row your own boat. Don't sit there waiting to be tossed about by each breaking wave.

I find the following thought (as said by Deepak Chopra) immensely comforting in times of great upheaval: "Nothing limits us except ourselves; for the truest aspect of every person is... unbounded potential."



THE ART OF >INFORMATION SOLUTIONS 1/10



FUSX (SINT) A CHOICE VALUE

Leaping Offiche Edge Thursday in Ever-Changing Information Enteres

by Debbie Hunt and Rose Falanga

Debbie Hunt is a senior information specialist for The Exploratorium, and principal of the Information Edge (dhunt@exploratorium.edu). Rose Falanga is a senior information specialist for The Exploratorium (rosef@exploratorium.edu).

• • •

DEBBIE HUNT AND ROSE FALANGA HAVE BETWEEN THEM UNCOUNTED YEARS

of professional experience in the library and information fields. While library school gave them a foundation of service-oriented values, most of the skills they bring to their current cutting edge positions have been learned on the job and through continuing education. Their stories demonstrate how special librarians can remain valuable and marketable assets to their organizations, or on their own as independent information professionals.

Getting From There to Here

Debbie Hunt remembers spending many summer days at the local public swimming pool. When she was eight years old, she finally got up enough nerve to climb the ladder to the high dive and jump off the edge. Little did she know then that leaping off the edge would become a pattern of behavior in her professional adult life.

Rose Falanga's information service vocation began when she was ten. A sick neighbor wanted more of a special nonprescription skin cream not available in the local drugstores. The neighbor only had a sample she received in the hospital. Falanga took the sample and sat with a phone and the Manhattan phone book. Her theory was that every company on the planet had some kind of office in New York, and in the late '50's, that was largely true. A dozen calls later, a case of free samples was being shipped out and a career was born.

The Chance-Taker

Hunt graduated from UC Berkeley's (UCB) Library School in the late '70s, after having completed an undergraduate Spanish degree at Berkeley. She became a librarian because, as an undergraduate, she worked at UCB's Moffitt Undergraduate Library and saw what reference librarians did. She knew that finding answers to questions was for her. However, when she graduated from library school, the competition for jobs in the San Francisco Bay Area was really stiff; librarians with 5-10 years of experience were filling entry-level positions. Many of her classmates left California for the Midwest where there was less competition.

Hunt was fortunate that a local civil engineering firm posted a 'help wanted' note on the school's job board saying they needed someone to organize the firm's library. Hunt met with the two firm principals and wrote up a proposal. Immediately after graduation she spent three months diving into organizing and cataloging a book, journal and trade catalog collection and answering reference questions. She also trained secretarial staff to type catalog cards (yes, it was that long ago) and the engineering staff to use the library and card catalog. Clients of this firm saw what she had done and she spent the remainder of her first year in the profession organizing engineering libraries. Little did she know that this first consulting job would pave the way for the wonderful career path she has taken. It was the first in many instances of leaping off the professional edge.

She took another leap by leaving her native California to take a position at the University of Nevada-Reno as government documents librarian and then at the Nevada State Library as its first collection development librarian. When online searching was still a novelty and personal computers had yet to be invented, Hunt started the first computer online users group at the Nevada State Library. (They used TI Silent 700 dumb terminals with acoustic couplers and thermal paper.) She figured if she wanted to learn how to search and search well, and have colleagues trained whom she could consult with, this was the way to go.

When Hunt started her family, she returned to the Bay Area. To enjoy the flexibility that being an independent information professional allowed, she started her own company, Information Edge. She returned as an automation consultant to her original engineering firm and became the first medical librarian at her hometown hospital. She had never done medical librarianship, but decided to leap off the edge again. One of her biggest leaps came in the mid-1990s, when she was looking for something to do in addition to consulting. Falanga knew Hunt because they had both been presidents of BayNet. Falanga contacted Hunt about a temporary, part-time position as Internet resource specialist at The Exploratorium, creating and fostering an online community of science educators around the country. Well, the rest, as they say, is

history. Hunt leapt once more and over the years, her job has evolved into the current one as CTL (Center for Teaching and Learning) Senior Information Specialist.

Hunt also teaches at the local community college in the library paraprofessional certificate program and Falanga joins her for an online course for UC Berkeley Extension, called "Online Searching and Electronic Research." Hunt recently developed a new course for InfoPeople entitled, "Teaching the Public to Use Digital Resources."

The Warrior

Falanga believes she was born a librarian. She began working in school libraries in the fourth grade and took her first paying job as a page in the local public library on her 16th birthday. This led to jobs as a page and master filer at the research libraries at New York Public, which put her through undergraduate school. She had wanted to major in math, but settled for a degree in expository writing, which fit in better with her work schedule. Being accepted into the graduate program for library service at Columbia University was a high point in her life. It was a magical year at a magical time, in the early '70s, when everything was radicalized. She was trained to be an information warrior, indexer and young adult specialist.

Computers were another story. Falanga did get a brief chance to offer up keypunch cards at the Shrine of the Mainframe through a special programming course offered at Columbia's library school. She also had a vision of the future while on a tour of the New York Times Index. She saw her first computer terminal and asked the guide what it was. "Oh, that," he said, "That's nothing. We're computerizing our morgue. It won't work." Several years later that project emerged as The New York Times Database.

Falanga had trained to be a school librarian and would have become one except that she graduated at the height of the Baby Boom. The market was so saturated that the school librarian exam was not even given that year. Instead, she ended up building another strength by becoming an indexer for H.W. Wilson. Although she loved the intellectual challenge of indexing, she was soon lured away by Queens Borough Public's offer of a young adult position.

But the warrior in her never died. At the same time she was spending 35 hours per week working for Q.B.P.L., she was volunteering 40 hours per week for the only 24-hour walk-in crisis center and hotline in New York City. She also got involved in starting a blue-collar women's center, All the Queens Women. She then moved to Cleveland where she did more work with kids.

When she left Cleveland for California in 1977, she also left public libraries. She was looking for more opportunity to learn and grow than they could offer at the time,

especially in computers. Those years of struggling with catalog cards and rolodexes prepared her psychologically for the technological changes that were about to happen. Her love of math and logic was also a great asset.

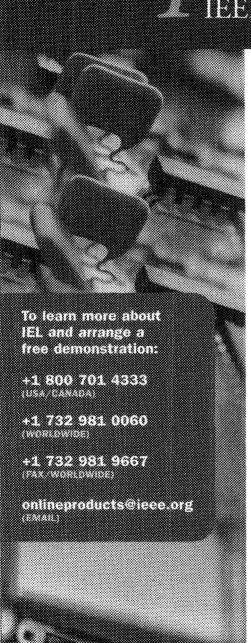
Falanga was not employed when she arrived in California, but within months of her arrival the various parts of her background coalesced into a dream job. One of the hotline advisors from the New York days had started a company in California, which had won a federal contract to create a national drug abuse prevention information center. Falanga was offered a job as their librarian.

The Pyramid Project, as it was called, was extremely exciting. It served a national audience of community-based organizations with research, government documents and technical assistance. There were two toll-free lines out and two lines in. This was a big change from the public library days, when staff was forbidden to call the central library. But the project had no computers and Falanga was still determined to master online searching. One day she walked onto the campus of the University of California at Berkeley and asked the first librarian she saw who the best searcher was. She was directed to Ingrid Radkey at the Biology Library. Radkey was very gracious to Falanga, allowing her to sit behind the reference desk while Radkey communed with Medline and Biosis using a TI dumb terminal. For the next few years Falanga regularly traded lattes for invaluable lessons from Radkey. Her project never did get a terminal, but a project down the hall did and she convinced them to let her use it at night, in exchange for doing occasional searches for them.

When Pyramid received a termination contract to computerize its files in the early '80s, Falanga took on the job and also took advantage of the opportunity to gradually move into consulting work. She figured the changes were happening so fast, it was the only way to keep up. For ten years her clients paid her to learn their systems and teach them how they worked.

Around the same time she started her consulting phase, she was also drafted by the local community college to teach the introductory course in librarianship for their Library and Information Technology program. They knew about her because she was involved in both the local SLA chapters and in forming BayNet, the Bay Area's multitype library network. Terminally shy, she had no idea she could teach until she tried, but the students seemed to like her. (They once gave her a standing ovation and a bottle of brandy to show their appreciation.) As she learned more about computers she also brought them into the curriculum, creating new courses and helping to expand the program. Her reputation grew and she began teaching professional development courses for local library organizations and U.C. Berkeley Extension. San Jose

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State's SLIS tapped her to create a graduate course on Information Brokering.

Falanga developed a facilitative, rather than authoritative style of teaching. Frequently an idea for a course would come out of a perceived need from the field, rather than expertise on Falanga's part. She would use the course development as a way to become conversant with the issues.

She taught about retrospective conversion years before she personally underwent the grueling process, but when her time came to convert, she was ready.

To dwell on disappointment prevents you from taking advantage of future

opportunities.

In 1985, Falanga took on a new client, the Teacher In-

stitute, a professional development program at The Exploratorium, a hands-on science museum in San Francisco. They had placed a confused posting on the SLA Jobline and she convinced them that they had no idea what they wanted and so needed her. For five years she juggled her client and teaching commitments with a growing emotional and professional attachment to the museum. It offered everything she wanted in a job: challenge, growth, the opportunity to both be useful and to support real institutional and pedagogical change.

In the late '80s, Falanga sensed another sea change in technology that would affect the profession: computers and networks were getting too complex to keep up with from the outside, as a consultant. The Exploratorium was demanding more and more of her time to create a state-of-the-art library and Learning Studio and offered another inducement: thanks to an aggressive, forward-thinking computer department, the museum was always acquiring the latest hardware and software. Falanga could make a contribution while keeping up on her skills. Although it would take several years to finish up with her clients and turn her classes over to others (mostly to Hunt), she began to work full-time at the museum.

She began a policy of working, even on her days off, on personal and museum special projects as a way to learn new software and systems. She began to publish two Web sites—Bluethread (a site on reform Jewish studies), and a site for her mid-'60s high school community. She believes that working on personal projects is an excellent way to stay fresh in her skills, and the museum encourages such efforts. Once, when she was home for eight weeks after a foot operation, some departments sent her flowers, but the Teacher Institute loaned her one of their new Macintosh SEs, which came with Hypercard and Filemaker. She had never used a Mac before, so she set up a special work area in her living room so she could wheel herself right up to the table and mess around. By the time she returned to work she was an expert.

Where We Are Now

Hunt and Falanga are both senior information specialists, positions they created when their job titles no longer reflected the work they were doing.

Hunt's main responsibilities include the Educator Portal and the Center for Informal Learning and Schools (CILS), as well as the Web/Internet presence of the Center for

Teaching and Learning (CTL) departments on The Exploratorium Web site. She is the owner of Information Edge, a cutting edge research firm. Hunt is active in professional associations, having just finished serving a two-year

term on the Board of AHP (the Association of Independent Information Professionals). She is still moderating AHP's listserv and is on the Advisory Board of the San Francisco Bay Region Chapter of SLA. She is the recipient of the 2002 Chapter Professional Achievement Award.

Falanga has switched to special projects, such as the Educator Portal and EDAM, which archives the museum with the Bancroft Library and creates a federally funded digital assets management database.

Survivat

Hunt and Falanga don't wish to give the impression that their careers have been trouble-free. Both have faced situations where they were not appreciated, were caught in the middle of political battles or were targeted by individuals with power issues. Their libraries and clients have been downsized, under funded and damaged by earthquake. In the long run, none of this turned out to be very important. While they don't forget the disillusionment, they came to understand that some things were simply beyond their control. To dwell on disappointment prevents you from taking advantage of future opportunities.

Over the years they have individually evolved very similar work philosophies. They credit these philosophies with helping them to continue leaping. Here they are:

- When the world isn't ready for your vision of what is necessary to complete an information task efficiently, keep trying until the technology catches up.
- Demonstrate your value to management. Make sure your job description accurately describes what you are doing.
- Acknowledge that your personal life is intertwined with your professional life. What may first appear as a constraint, may, in reality be an opportunity.

- Find a way to do what you feel you need to do in order to grow and take additional leaps. Volunteering and networking are not just ways to get yourself better known, but offer venues to try out new skills in ways that may not be available in your present position. This can take you to places you never imagined going.
- If the job market is slow, look for opportunities to consult, teach or hone skills that make one more employable.
- If you are not willing to occasionally go outside of your comfort zone, you may be putting yourself and your future employability at greater risk than you could imagine. The world will pass you by.
- Choose a job because it will enable you to make a contribution to something you can believe in.
- Be curious; ask questions; cultivate a broad range of interests.
- Networking is a two-way street. Participation in a successful project will invariably lead to other projects and opportunities. Starting in library school, the personal relationships you build form a foundation that will see you through your entire career.
- Have fun, but stick it out when it isn't fun, at least for a while. Always try to be prepared to leave; it puts you in a position of strength, even if you stay. Know when it is time to leave.
- Know your own priorities, as well as those of your clients/employers.

Special librarians and information professionals practice most of these precepts. Doing well in one area often leads to success in another. These are the keys to being ready to leap off the edge. Use your skills in creative ways to be more marketable so that clients and patrons understand and buy into your value and potential because they see what you can do for them.

The only sure thing is that there will be change. Don't wait to let the future happen to you—be a part of making it happen. Even though positions and technology change, most librarians are essentially serving the same function in an organization, which is to collect, organize and disseminate information.

Sometimes when you leap off the edge you don't land on your feet, but in the process you learn how to land better the next time. If we stop leaping, you'll stop growing and moving forward. And that would be unthinkable.

AIIP-www.aiip.org

BayNet-www.baynetlibs.org

Bay Area Library and Information Network that promotes communication, professional development, cooperation, and innovative resource sharing among different library types in the San Francisco Bay Area.

Bluethread-www.bluethread.com

Center for Informal Learning and Schools (CILS) — www.exploratorium.edu/CILS

CILS supports research and scholarship in the improvement of K-12 science education through the study of informal science learning and institutions, and their relationships to schools. For this project, The Exploratorium is collaborating with King's College London and UC Santa Cruz to invigorate science education.

EDAM (Exploratorium Digital Asset Management)—Web site coming

The Exploratorium is implementing an I.M.L.S.-funded Digital Asset Management Program through which museum materials related to interactive exhibits and scientific phenomena, including images, educational activities and other exhibit-related resources, are digitally archived and made accessible to the museum's audiences.

The Exploratorium—www.exploratorium.edu
Housed within the wails of the Palace of Fine Arts, The
Exploratorium is a collage of hundreds of interactive exhibits in the areas of science, art and human perception.

Exploratorium Educator Portal www.exploratorium.edu/educate/

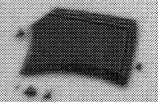
Everyone loves The Exploratorium Web site (winner of four Webby Awards, the latest in education). But because it consists of more than 12,000 Web pages, visitors often find that it is so content-rich they cannot locate exactly what they are looking for. The Educator Portai, launched in Spring 2002, is specially designed for educators, whether they are in the classroom, at the local Boys' and Girls' Club or home schoolers. Its clear navigation will help them access award-winning online resources, including Web casts, activities, publications and the latest information about our professional development programs.

Exploratorium Learning Studio — www.exploratorium.edu/ls/

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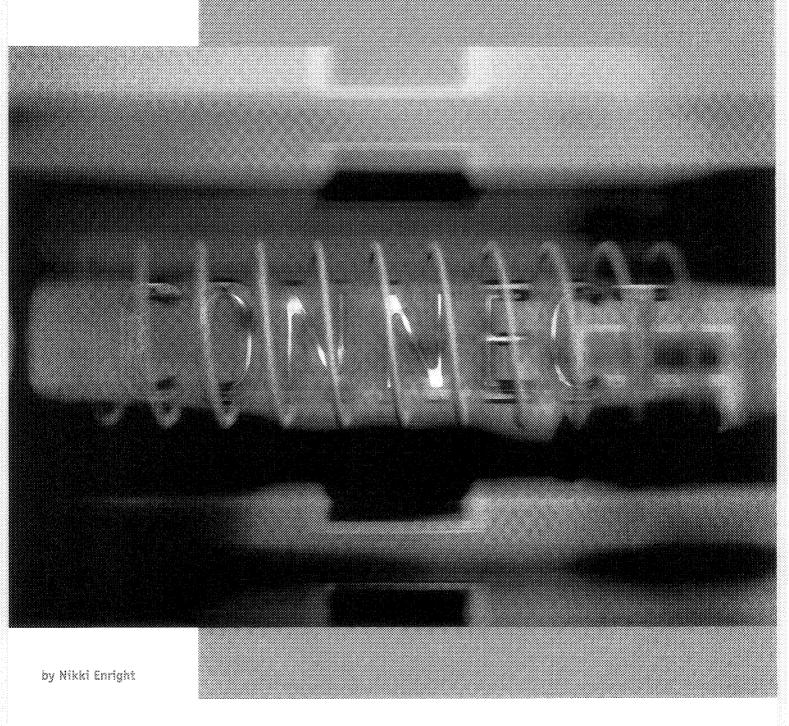
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Connecting in an Uncertain Environment



Nikki Enright is assistant editor of Information Gutlook.

· · · Behind the Technology Curve

FOR THE AVERAGE AMERICAN, IT SEEMS UNTHINKABLE TO WAIT FOR HOURS as a single e-mail message is processed. It also seems just as unlikely that the average American would travel hours just to send a single e-mail message.

But for Muhammad Yaqub Chaudhary, who is dealing with a sluggardly information system in Kashmir, these scenarios are truths.

"Sometimes it takes hours for me to send one e-mail. Sometimes it is easier for me to drive four hours to Islamabad to send e-mail," said Yaqub. "The connectivity is not good. You cannot imagine the environment."

Now imagine this being the environment for a special librarian—belonging to an occupation in which efficient connectivity can make a world of difference, sometimes meaning money saved or lost. While most information professionals rely on a wealth of electronic information resources, Yaqub belongs to a sect of the profession that is playing catch-up in the Information Age.

Yaqub serves as the chief librarian at the University of Azad Jammu & Kashmir in Muzaffarbad, Azad Kashmir. Azad Kashmir lies along the cease-fire line in Pakistan and is neither a province nor an agency. Although this region is recognized as independent by Pakistan, it is under protection of and has strong economic and administrative ties to Pakistan. And it goes without saying that this region is one of much international interest.

This June, Yaqub was able to stop by SLA headquarters and as a surprise, brought his son, Muhammad Umar Farooq, along. In addition to his son, Yaqub's wife, younger son, sister-in-law and one cousin also lie in the librarian lineage. Umar works in Islamabad, Pakistan, as a reference and research specialist at the Information and Resource Center for the U.S. Embassy, where information technology is much more reliable than in most parts of the nation. Umar and his father joked briefly about how Yaqub is still doing things the old-fashioned way, while his son is well versed in the tools technology now affords.

"For the new generation it is difficult to write even a single page, but I can do it on the keyboard," Umar said, motioning with his hands how familiar he has become with typing.

"I don't even use a calculator, I can calculate the old-fashioned way on paper. On a computer he can write, but on paper I can write," Yaqub said, laughing.

While Yaqub is slowly adjusting to technological change, he is not resistant to change in other areas. Although there is somewhat of a caste system still remaining in Pakistan, Yaqub does not apply any such rules to his patrons. He is breaking the mold.

"Everyone can use my services. In my library these things do not prevail [the hierarchical notion], but they prevail in society. Information is for everybody. What I believe and what is especially true in our environment is ill-informed or misinformed societies are the problem these days," Yaqub said. "If we are well-informed and really good in knowledge, then we will be less aggressive and there will be less terrorists. So we [Pakistan] need information technology more than the people in the United States do, because you are already an open, democratic society. So I think we need more information, more knowledge—more of these things."

A Tradition of Isolation

The Islamic Republic of Pakistan is a young nation, formed in 1947 by the partitioning of British India into India and Pakistan. According to the United States Department of State, the government of Pakistan estimated a population of 139 million on January 1, 1998, equating to a population density of about 175 people per square kilometer. This breaks down to a 32 percent urban-based population, with the remaining 68 percent living in a rural setting. The country has been challenged with unstable governments, civil wars and a fluctuating economy.

Currently, information facilities are spread out around the country, but mostly concentrated in the big cities. When you combine this with Pakistan's 39.4 percent literacy rate (as estimated by UNESCO in 1998) and the inability of a poor population to invest in information technology, you end up with unfavorable conditions that quell technological advancement. But the government would like to change this.

According to the Pakistan 2010 Programme, a government initiative established by Minister Mohammed Nawaz Shariff in 1997, the promise of increased Internet use in Pakistan would ideally become a reality, offering up more opportunities for the information community (and the population as a whole). In a December 2000 report titled, *The Internet in Turkey and Pakistan: A Comparative Analysis*, Peter Wolcott and Seymour Goodman explain how the "Programme establishes the shift from material-based to knowledge-based production as one of the six key steps that define the program's Action Plan."

As Written in the 'Programme:'

A second shift is from material-based toward knowledge-based production. The international context has changed dramatically over the last fifty years, and comparative advantage has shifted from those with access to raw material to those with access to knowledge. Pakistan must be prepared to operate in this new scenario. To this end, policy must guide investment to high-tech areas, through support for information technology, technical education, incentives for knowledge production, provision of free and open access to information, opening up credit markets to knowledge industries, and generally creating [an] environment for research and technology development.

More recently, on July 17, 2002, the Roshan Pakistan Web Magazine published an article reporting, "The [Pakistan] government would offer its neglected but nascent information technology sector a major boost, aiming to increase software exports to over \$1 billion annually within the next five years."

The article went on the say how Pakistan's Science and Technology Minister Atta-ur-Rehman has hope for the future of technology in Pakistan. Rehman believes the Science and Technology sector could prove to be an "engine of economic growth" for Pakistan. In the fiscal year that ended June 30, the budget for science and technology was increased to \$76 million, up from the \$1 million assigned the previous year, according to the report in Roshan Pakistan.

"Information technology is getting the highest priority because it is here we feel the maximum impact on the society will be. There is a very dramatic growth taking place right now in the IT area in Pakistan," Rehman said in the article, referring to 400 Pakistani cities, towns and villages that have been wired for the Internet in the last eight months, up from a mere 20.

Umar cites the total of those now actively using the Internet in Pakistan as 0.5 percent (or 500,000 to 700,000 persons), with the number of Internet users in Pakistan growing by 10 percent each month.

"The government of Pakistan is encouraging the private sector and government institutions to use information technology effectively for their respective operations and functions," Umar said. "Now the real challenge for the information experts in Pakistan is to bring this revolution into their professional circle. And there are two important steps for it: one, to update the curricula of library science schools in Pakistan. The purpose should be to educate the students on how they can use information technology in the library operations, functions and services; and two, to provide IT training to current librarians at government institutions, research centers, academic and public libraries."

Umar went on to say how the Internet is cheap in Pakistan. It is free in airport lounges and there are a number of Internet cases in the streets of the big cities, giving proof to the growing Internet culture in Pakistan, he said.

An Information Conduit

Meanwhile, Yaqub is learning how to utilize the latest information technology with his son's assistance and through the "Information Partnership Program" provided by the American Embassy in Islamabad. Yaqub depends a great deal upon the services provided to him by the Information and Resource Center. With the information and tools available to him at the embassy, Yaqub becomes a messenger for the less technological-developed region of Kashmir in which he works.

"I am getting my information from them [the American Embassy]," he said. "They have given me so many things—computers, information, videos, books. So with the help of the American Embassy, I am supplying all these things to my clients, but outside of the university they cannot use this."

The clientele Yaqub serves at his university is small and consists mostly of those he calls 'specialty' customers—including students and faculty at a university with approximately 2,000 students. However, since the area is still largely lacking the appropriate facilities in a place Yaqub describes as "small, backward and remote," he shares his facility and capabilities with others—others including the prime minister and president of Kashmir, who Yaqub says are especially interested in information about conflict resolution in Kashmir.

"Since it is such a small place (geographically speaking), there are no good public libraries, so the public comes there [to his University]. Recently we are even permitting the army to come in, because they are there. Even some media people come in," Yaqub said. Yaqub's facility also provides reference services to those serving in the Azad Kashmir bureaucracy, judiciary, police force and the National Kashmir Committee.

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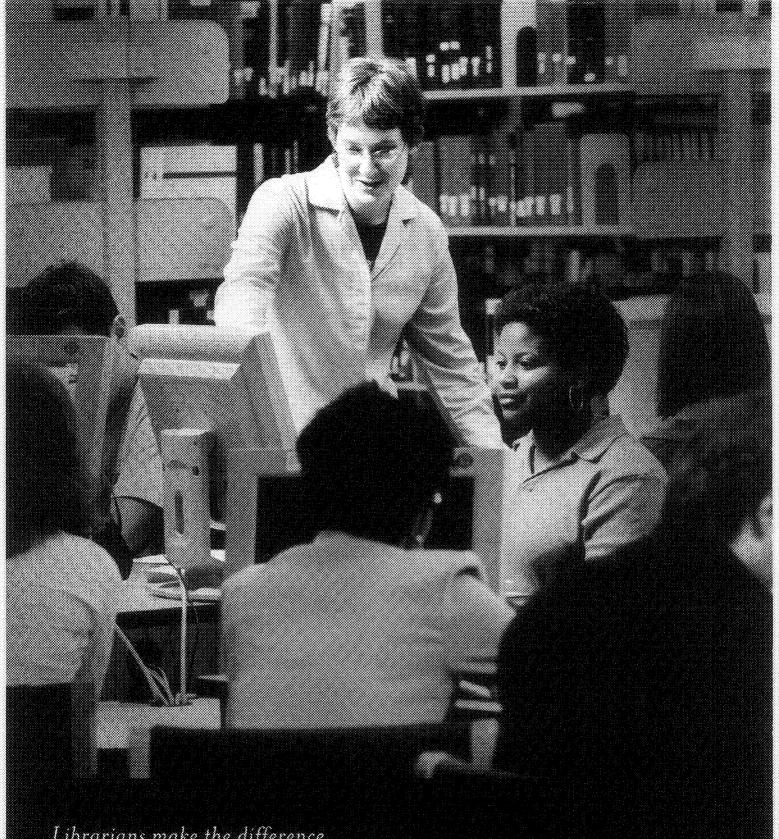
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Since the population wants to learn more and technology is usually limited to more developed areas, Yaqub collaborated with the Information and Resource Center at the embassy to hold a seminar for people from his university before the 9/11 bombings.

"We had over 80 faculty and students travel to Islamabad, on a four-hour bus trip. Some of them were using the Internet for their very first time," Yaqub said. He added that the Internet is fairly new to Kashmir, being activated for a period of time close to a single year.

Fortunately, Yaqub is not the only one who benefits from the embassy. Umar says the embassy also works with libraries throughout Pakistan to further their knowledge about current technological advances.

"We have an internship program at the Information Center, where we invite the librarians from the universities and public libraries—teaching them how to use e-mail, how to use the Internet effectively, especially how to use online publishing," Umar said. "Also, they have no access from their libraries to these things, so they are encouraged to come into our libraries and use our Internet facilities."

A Change in Attitude

Like those of many Americans, the lives of Yaqub and Umar changed after 9/11. After the attacks in America, the Information and Resource Center at the embassy has placed stringent limits on the use of its Internet facilities.

"I get e-mails all the time asking when the Information Center will open again," Umar said. "After 9/11 my library was closed, so we had no communication with our public. We had many things to tell them, but no access to them. They had no access to us. Now we have access to only those with some kind of electronic communication unit. The majority of the people were coming to us before September 11. Now what do we tell them?"

Since the eleventh of September, both Yaqub and Umar say the subjects and topics requested by public and academic library patrons have changed.

"You see more requests for information on conflict resolution and terrorism, everyone asks about that. That is a change," Umar said.

Yaqub shared one particular experience that is also indicative of this trend. During a phone conversation, Major General Sardar Muhammad Anwar Khan, the chancellor of the University of Azad Jammu & Kashmir (who is also the president of Azad Jammu and Kashmir) said to Yaqub, "I am going to deliver a lecture at the National Defense College in Islamabad and I need the latest information on Kashmir conflict resolution."

"I did not have these things," Yaqub said. "I had to go to the Information Center and then I provided the information to him. So there has been also a client change. Before that, nobody asked me to deliver anything on the Kashmir conflict. And these are things that are not in books, but in electronic media."

Hence, the increased need for sufficient electronic information capabilities.

Tapping Into the Global Information Community

Through his membership with SLA, Yaqub has been able to increase his contacts, knowledge and understanding of the available information tools. Yaqub was particularly grateful for his acceptance as an attendant to the SLA Global 2000 Conference in Brighton, U.K.

In 1999, Yaqub began the application process, sending various letters of recommendation to SLA Headquarters. These letters reveal a story of their own, concerning Yaqub's desires to help develop information services and technology for his university and country. The University of Azad Jammu & Kashmir's Vice Chancellor Khalil Ahmed Qureshi wrote a letter of recommendation, saying:

... it gives me pleasure to nominate our Chief Librarian Mr. Muhammad Yaqub Yaqub... The University of Azad Jammu and Kashmir is situated in a very remote area of Pakistan... The population served by this university has [a] literacy rate higher than [the] whole of Pakistan... If given a chance to attend the SLA Global Conference 2000, I am sure our chief librarian will be more capable to run his special library for assistance [to] our research and academic program, according to the requirements of the 21st Century of Information Technology.

Stephen Mallinger, an information resource officer for the United States Embassy in Mexico, also wrote a letter appraising Yaqub and explaining how the conference in Brighton would strongly benefit the librarian. His letter reads:

It was my pleasure to meet Mr. Yaqub while I served as an Information Resource Officer with the American Embassy in Islamabad... We formed an Information Partnership between the university library and the American Information USA Center. This was important for the following reasons: the university library was cut off from advanced information technology but both Mr. Yaqub and the university administration were anxious to advance their operation. Second, the library was the central information resource for Pakistani Kashmir... It is of utmost importance that Mr. Yaqub's library be able to access information on the tense political situation surrounding the area... It is difficult for anyone outside of Pakistan to fully appreciate the significance of new information technology for

Pakistan's libraries... I am sure the SLA conference will provide him with a network of professionals that will be invaluable for the whole of Azad Kashmir.

Yaqub wrote in his own essay how attendance to such a conference would bolster his ability to use and understand the latest services, in turn teaching others about them.

A portion of his essay for acceptance to the Brighton conference reads:

With the dawn of the 21st century, the holding of [the] Global 2000 Conference in England is an appreciable step. It is timely and important, especially for the professional librarian like myself who belong[s] to a developing country of the Third World. The advanced technologies used [by] information science today in the Western world are alien to this part of the world. By attending this important conference, I am sure to get [the] latest information about modern processes used in dissemination of knowledge and new electro-mechanical techniques used in libraries...I feel this is also a golden opportunity of meeting, exchanging ideas, sharing views and knowing various problems and their solutions with other more experienced professional librarians of [the] advanced electronic age.

Unfortunately, on the way to the SLA Global 2000 Conference in Brighton, Yaqub's flight was hijacked. Though he downplayed this incident (and made it to the conference unharmed), he did mention, rather plainly, how this made him miss the pre-conference workshop. Ironically, the compensation from the airline enabled him to pay for the second year's fees at SLA, continuing his free first year membership. He even made it to Los Angeles this year, thanks to an award from the Sci-Tech Division that granted him a stipend to attend annual conference.

Yaqub credits much of his advancement in the latest information science techniques to his ties with SLA and his attendance to various seminars and conferences around the globe (he attended the IFLA Conference this year in Giasgow). He only wishes other information professionals could understand the conditions surrounding technological advancements in Pakistan. He says his professional colleagues are constantly asking him about methods for exploring grants and awards. When Yaqub tosses out the idea to host an international conference in Pakistan, it doesn't seem like such an inconceivable thought.

Maybe it is time for Yaqub to host an international conference of his own. 🚳



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Speaker: John Deveney
Topic: "Crisis Communication"

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Speaker: Randy Englund Topic: "Organic Approach to Project Management"

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Evolving: The Stories of Three Information Professionals



by Leslie Shaver

Leslie Shaver is editor of Information Outlook.

· · · Facing Change Head On

WHAT IS CHANGE? THOUGH THERE ARE MANY DEFINITIONS AND connotations to this word, one version of Webster's describes it most succinctly as an "alter in condition."

It seems hard to imagine that a word that inspires fear in so many can be easily summed up with one simple, threeword phrase. Yet, there it is.

Like many others, information professionals have seen their conditions altered during the past decade. The explosion of the Internet and the tech boom have redefined job roles, while the ensuing "bust" has forced everyone to re-evaluate their roles in and value to their organizations. Such self-assessment can sometimes bring some hard realities. When these cold, hard truths hit home, there is no choice but to embrace change.

This kind of change can encompass everything from professional lives (making personnel changes in the information center or even offering new services) to personal lives (having more flexible schedules to fit changing family needs).

In this month's Information Outlook, we profile four individuals who have not only embraced change but seem to thrive on it. These people (like Deb Hunt, Rose Falanga and Muhammad Yaqub Chaudhary earlier in this issue) have ridden the waves of change for personal advancement.

First, there is Carol Ginsburg, a person long known to many SLA members. Throughout her 20-plus year tenure at Bankers Trust and then Deutsche Bank, Ginsburg has seen change approaching and reacted to it. Now, upon her retirement, she takes a look back at her career.

Then there are two people who haven taken almost opposite routes through the information field.

Nora Paul started out in the traditional librarian role, getting an MLS and taking a job at the news library of the *Miami Herald*. But somewhere along the way, she took a different path and is now in charge of a program at the University of Minnesota that could completely alter the way online news is delivered. Still, she has an eye on the library world—looking at ways to increase the effectiveness of news libraries.

Loraine Laurino did not start out as a librarian. She began her career as teacher. But, now, after a string of career moves, she finds herself as manager of knowledge services for Kurt Salmon Associates in Atlanta. At Kurt Salmon, Laurino built an information infrastructure that promises to ease the workload of the company's associates throughout the world.

While these three people come from diverse backgrounds, they have utilized very similar tools on their way to success. When looking at their stories, these key traits jump out:

- Vision—Whether it was Ginsburg grabbing the attention of those higher up in the company or Paul grasping the power of new media, each of the four individuals recognized opportunity.
- Decisiveness—Once these individuals saw what was on the horizon—whether it was a better way to deliver content (Laurino) or the possibilities of digital libraries (Ginsburg)—they decided to provide it to their users.
- Flexibility—Each of theses four individuals have been able to transition between roles when needed. Whether it was learning a new skill to make herself more valuable (in the case of Laurino or Ginsburg), these information professionals have been able to adjust to shifting circumstances.

While change was not always voluntary for these three people, they were prepared and made the best of it once they saw it on the horizon. And, with the ever-changing state of the information industry, this is all that can be done in times when conditions become altered.

If know of a change agent or innovator (or just someone with a really keen eye for what the future holds) please e-mail us at leslie@sla.org.

CAROL GINSBURG

Carol Ginsburg has been in the information profession for the last 26 years. For 26 of those years she has dealt with change—either reacting to it or leading it.

When Ginsburg realized that working in a library was her passion during a stint at the Lynnbrook Public Library, she got a full-time library job. When a friend told her Bankers Trust needed a librarian, she shifted gears from an administrative job and moved. When Bankers Trust needed a new way to organize information, she discovered the possibilities of digital information and championed it with her company. When mammoth German bank Deutsche

Once I grasped the power of digital information, I led the charge and became a consultant to the rest of the bank.

merged with Bankers Trust, she piloted the information center through the changes. And when two planes crashed into the World Trade Center on September 11 and forced Deutsche to abandon its building, it was Ginsburg who helped organized the logistics of putting her information workers in temporary office spaces.

So with things returning to normalcy, how does Ginsburg celebrate? By initiating more change—this time moving from her role as managing director at Deutsche to a consultant's role.

A Career of Change

Ginsburg's career in the information profession did not begin in some large corporate library. It began in the Lynnbrook Public Library on Long Island in 1976.

"I started out in a public library working night and weekends," she said. "I enjoyed it so much that I could not believe they were paying me for it."

This experience catapulted her into a full-time job with the Queensboro Public Library, also in Long Island. But a citywide budget cut squeezed her out of this job and into a new role in a one-person special library with Sales and Marketing Executives International (this is when she joined SLA). She then moved onto an administrative job with the New York Society of Certified Public Accountants. In the early 1980s another opportunity came along when a co-worker told her about a job opening with Bankers Trust.

"At that point I was organizing information, but was not in a traditional librarian job," she said. "I was not really interested in the Bankers Trust job at first because I was pretty happy where I was. But I met this woman [Sue Lawley, her first supervisor at Bankers Trust] who knew nothing about libraries. Since I knew nothing about banking, it was a match made in heaven."

Ginsburg's first chore at Bankers Trust was to increase the company's digital presence.

"No one in the company understood what was going on in the information industry," she said. "I barely understood it. Once I grasped the power of digital information, I led the charge and became a consultant to the rest of the bank. We delivered the New York Times information bank and we went into Dialog. We were able to pull things for our customers that may have taken much longer if we had gone through the old printed index route. We were on the cutting edge and it was very exciting."

Ginsburg's ascension in the company continued when it was seeking to rid itself of bulky credit files.

"We were the ones they chose to look at companies that could scan things in and get rid of paper," she said. "We went to each department and found out what collections they had. We were able to make these collections available to everyone in the bank, so they could know where things were located. This project made me very visible."

And through this she proved the library's value.

"You have to have champions," she said. "You need to work with the revenue-producing folks to make them a part of your team. It's very important that the people who are the revenue producers understand how libraries can help. It's a return on investment. You really have to prove that."

One way to do this is being proactive in getting the messages about your services out there. Ginsburg does this by training new hires and putting "infograms" out about library services. These strategies, along with her earlier accomplishments, helped her three-person library—with Ginsburg, a microfiche manager and an administrative support person—grow into an operation that employed 100 information professionals around the world. Ginsburg personally traveled to Hong Kong and Toyko to start libraries.

"When we realized we were getting a lot of requests from one part of the world, we thought we would benefit from having information professionals there," she said. "So, first we saw a need. Then, depending on the economy, we were able to fill it."

Despite the apparent need for information professionals in these places, there would always be something to prove.

"Sometimes you would go somewhere and they would talk about how they could not live without these huge files," she said. "It took a while to get professionals in there to prove to them that they did not need rooms and rooms of files. Little by little, we proved ourselves."

While Ginsburg and her army of information professionals were often successful in proving their value, there were some disappointing exceptions.

"We wanted three people in Toyko, but the business would only pay for two," she said. "At the end of the day, no matter how good you were, it was what the bankers were willing to pay for. When the business grew, we could add staff and when the business shrunk, we had to reduce staff. It is a cycle year after year."

Unfortunately, the economy is at the low ebb of the cycle now. Like many librarians, Ginsburg has been forced to face these realities.

"We are not getting any good stars for marketing anymore because our budgets have shrunk," she said. "Our gold stars are from cutting expenses and staff right now. People are so concerned about expense that I think we are almost in panic mode."

But just because staff reductions are in vogue, it doesn't mean it is the best solution, Ginsburg said.

"When you compare the support in libraries to what the bankers are making, it is not the most efficient use of a high-paid banker to be out there trolling the Web," she said. "I think people are very anxious right now. It's a very conservative and difficult time."

These difficulties have not been made any easier by a merger and the 9/11 terrorist attacks—two events that forced Ginsburg to make more drastic changes. The merger—a 1999 union by Bankers Trust and Deutsche—meant a lot of changes from Ginsburg.

"There were just two ways of doing things," she said.
"It was not the Bankers Trust or the Deutsche way, but the new way. Mergers are very hard and stressful. But at the end of it, I still have an operation I am proud of."

While Ginsburg could see the Deutsche merger from a mile off, no one could have anticipated what happened on September 11. Her building (which is still called the Bankers Trust building) was located just across from the twin towers.

Days after escaping the terror with the rest of her colleagues, she had to turn around and get a makeshift in-

"At the end of the day, no matter how good you were, it was what the bankers were willing to pay for. When the business grew, we could add staff and when the business shrunk, we had to reduce staff. It is a cycle year after year."

formation center functioning without any supplies, equipment or books from the old library. These things may never be recovered from the old building, which is still standing, but had 24 stories taken out when the towers collapsed.

"We all huddled together in one of our separate offices in Midtown," she said. "I did have two locations in New York. Then we were able to get more space and pretty much accommodate everyone."

Before this space became available, there were not enough phones and computers for everyone to function properly. Ginsburg needed flexibility from her department with some people working at home and others working in shifts at the Midtown location.

"We all needed to be together," she said. "A number of us escaped together. It really changes you. People felt more like family because we had been through something together. It was a difficult situation, but we got through. I have a wonderful team."

Throughout all the changes in Ginsburg's career, her team has helped her manage change. As he looks back, she realizes this has been a key ingredient to her many accomplishments.

"None of my success would have happened without having the right people in place."

It's often said that people change careers at least six times during their lifetime. Changing careers isn't necessarily just opting to try something new; sometimes it's an evolutionary process that culminates in the ultimate opportunity. This is the case for Loraine Laurino, manager of knowledge services for Kurt Salmon Associates.

Laurino came out of college more than 20 years ago with visions of becoming a teacher. But a summer break in the marketing department of The Carlson Group Inc., an architectural engineering firm, took her down an unlikely path that eventually resulted in a career in the information profession.

"I needed a summer job to supplement my teaching salary," Laurino said. "I had a friend who worked for Carlson. When I interviewed I wasn't looking for a career change. As it turned out, their marketing coordinator was leaving and they needed a replacement. I tried it out, liked it, and never went back to public education."

After her son was born, Laurino sought a more flexible work schedule. This resulted in a move to The Facility Group in 1987, where she handled proposal development, marketing and public relations. "While I enjoyed the marketing and writing components of my job, my passion for teaching and sharing knowledge began to resurface," she said.

This time she moved to a small software training company where she worked as a curriculum developer, training coordinator, director of education and general manager. When the industry moved toward web-based training, Laurino began to look for other opportunities.

This led her to Kurt Salmon Associates, which was in the midst of a global software conversion when she arrived in 1997. Kurt Salmon Associates is a global retail and consumer products consulting firm. Founded in 1935 as a one-man (Kurt Salmon) apparel and textile consultancy, the firm has grown to 27 offices worldwide with information and knowledge needs that must be shared across the globe. Laurino's initial role was to provide end-user training in the United States, Europe and Asia. But company interest in intranets and information sharing opened new opportunities.

"I was very interested in the content and knowledge sharing components," she said. "Knowledge management was just beginning to emerge as a viable component of business strategy. My exposure to the technology side of the equation along with my training and education background sparked the beginnings of my next 'career opportunity."

In the process of collecting and organizing content for the intranet, Laurino broadened the scope to include the company's corporate library and Internet research services. The result was KSA's Knowledge Resource Center (KRC). The KRC has taken the firm's intellectual capital and transformed it from a dusty archive into an electronic resource that can be accessed globally.

Three years after the release of the company Intranet, KSA is preparing to move to the next phase of its knowledge management strategy, a corporate portal.

"KSA's information needs have out paced the capacity of our current Intranet. Our associates are looking for more advanced search and retrieval capabilities, a more userfriendly interface, and accessibility via the web from any location globally," Laurino said.

In addition, when KSA moves to the corporate portal, it will be consolidating its knowledge repositories in North America, Europe and Asia.

With our increasing global economy, Laurino believes more companies will experience the challenge of connecting corporate knowledge to enable all employees, worldwide, to use it.

"Especially for companies whose value is in the minds of its employees, such as professional services, rather than in products, such as widgets, it is crucial to develop a mechanism to share knowledge" she said.

Laurino advises companies start with the following:

- Survey at least 20 percent of the firm to determine where the knowledge resides. A quick e-mail survey asking employees to identify where they go when they really need information can be very enlightening.
- Determine a plan to capture, organize and share the knowledge assets. Here you want to map your KM initiative to a specific component(s) of your company's business strategy. For example, KSA has mapped its content organization around the firm's client and service development framework.
- Develop and implement an appropriate solution that maximizes available technology and human resources within the firm. Using your plan, identify technologies you have in place vs. what you need to acquire, staffing requirements to handle the workload and costs for the initiative vs. what you have in your budget.
- Seek out and nurture sponsors. Without sponsorship, your initiatives will encounter slow or no progress throughout the organization.

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MathSciNet—your premier source for searching the world's mathematical literature—offers searching of over 60 years of mathematical literature in the Mathematical Reviews (MR) Database.

With the addition of OpenURL links, MathSciNet users at institutions with OpenURL services will be able to access directly local online resources related to a published mathematics item. OpenURL is context-sensitive, enabling links to be based on the resources available at your institution. Those resources may include online full-text article collections, online catalogs to local and regional resources, interlibrary loan request systems, online booksellers, and more. The OpenURL standard calls for embedding bibliographic information in a URL directed to a server accessible by the user's institution. That institution's server stores the resource information.

OpenURL allows you to restructure access to your electronic collection, including both licensed and freely available resources. You will now be able to create links that are targeted to the needs of your end-users.

Using the OpenURL protocol, MathSciNet users can learn the physical location of a bound paper journal in an institutional library or locate the source of the institution's licensed journal electronic holdings, which may be different from the publisher link already included in MathSciNet. The user can be linked to a library document request form, completed with all the relevant bibliographic information, or directed to a document-delivery system appropriate for the user's location.

These new links will appear at institutions with SFX services or other OpenURL-aware services. They will complement the current article, journal, and document delivery links already in MathSciNet.

OpenURL is an important enhancement for researchers who use MathSciNet as their principal bibliographic tool. The addition of this protocol continues to demonstrate the AMS's commitment to increasing the total number of internal and external links in the MR Database.

Other MathSciNet features include linked reference lists, MR Database Expansion items, expanded linking to original articles in AMS and other available online journals, browsing tools that point to current data in MathSciNet, nightly postings of new items, extensive search options, comprehensive search results, and mirror sites offering 24-hour/7-day access to this invaluable resource.

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Nora Paul has experienced journalism from many angles—as a librarian working at *The Miami Herald* and as an instructor at the Poynter Institute teaching reporters and editors about the value of a good news library. But two years ago she took on a new role, one that could eventually change the way news is delivered online.

Paul, a 25-year veteran of the information industry who holds an MLS from Texas Women's University, stepped out of her role as a librarian to explore the limitless potential of the Internet as a way to transmit news as director of Institute for New Media Studies at the University of Minnesota. The institute is part of a campus-wide initiative to study the potential of new media.

To Paul, the decision to move to Minnesota was a no brainer. She would get a chance to look at a world outside of journalism and, most importantly, an opportunity to run a department that would study the Internet's enormous potential and impact on news delivery.

"We are looking at how to change the pattern of how a new media form is introduced," she said. "In the past, the same old media was used on the new media platform. For a very long time, television news was basically radio news. The only difference was that you could see the newscaster. What we are trying to do is collapse the amount of time between the introduction of this new space and the creation of content."

Paul has already brought a group of experts together for a series of three workshops in Minneapolis.

"This was an invited group," she said. "These were people who were chomping at the bit to take the story to the next level. It was exciting for them to be exposed to people from other disciplines who have very strong and interesting ideas about what the news media can be."

The workshops covered:

- Playing the News—This workshop brought computer game designers and artists together with journalists to discuss how the interactive environment of games might be applied to news storytelling.
- Painting the News—This workshop brought in digital artists to talk about their approach to the marriage of digital text, images, sound and video and how their creative packaging for the purposes of art might inspire innovative ways to display online news stories.
- · Sensing the News-This workshop focused on emerging

audio and video techniques and the impact they might have on the presentation of news stories. These techniques included things like 3-D imaging and 360 degree video.

Some of the ideas that came out of these sessions could drastically change the way news is presented to the public.

"Delivering news is not just about storytelling," Paul said.
"It is about storymaking. How do you give people the opportunity to be a part of the creation of the story itself? The question is how to provide users with an experience rather than just content and trying to determine what kind of experience is appropriate for what kind of message."

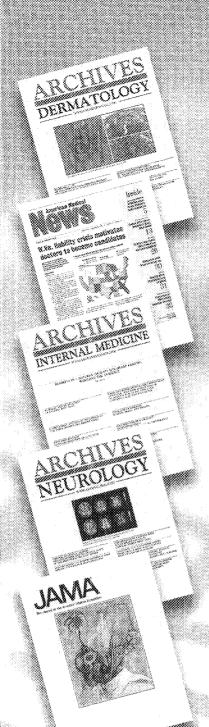
Don't think reading the news is an experience? Look no further than a post-9/11 MSNBC site that allows each viewer to play the role of baggage handler, Paul said. On the site, the viewer looked at an x-ray machine as luggage passed through to find, explosives, guns and knives. If the luggage moved along the conveyor belt too fast, the viewer could slow it down. But there was a price—anxious passengers wanting to board their respective flights would yell at the viewer as he or she inspected luggage.

"We want to test the effects of different forms of storytelling on the audience," she said. "Does this give you a better understanding of the plight of the baggage instructor or is reading an 18-inch story on the plight of the baggage instructor a better method?"

While these projects have taken a good deal of Paul's time, she has not forgotten about the news library. She is currently surveying executive editors and managing editors from media outlets around the country to determine the information structure in their organizations. This includes looking at their information access, information training, information quality control, information archiving, information revenue and information alerts.

Her vision is for this survey to provide the broad outline for a new Center for News Informatics. This new center, allied with the institute for New Media Studies, would attempt to influence the news media's use of information assets. The goal is for the center to become a resource for the entire news industry and help it make better choices in processing, distributing and gathering information.

"With the Center for News Informatics, I can balance my foundation in news librarianship and information management with my new interest in new media news delivery," Paul said.



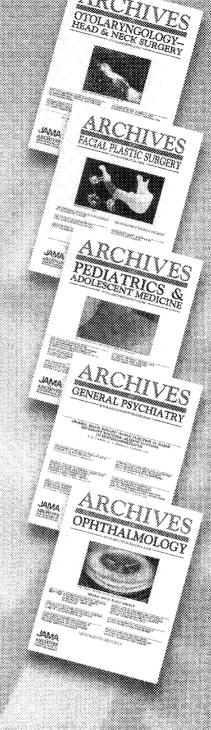
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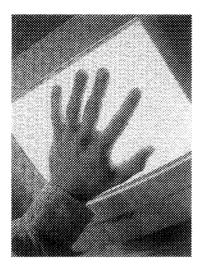


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The Online Membership Directory: Use It to Your Benefit



With the printed version of the membership directory discontinued and an updated version now available on the Web, we wanted to answer your most frequently asked questions about the online Who's Who.

In this age of having up-to-date information instantly available, SLA felt compelled to switch to an online directory. While the information in the print version was four or five months out of date at the time of publication and up to 17 months old before the next year's version was published, the online version allows you to have updated information as soon as it reaches the database at headquarters.

Here are some of the features of the new system:

- Within the individual member's online profile, you can view his or her chapter, division and caucus affiliation (and that person's leadership positions). Although only limited address information is given on the search results page, the full address information, telephone, fax and e-mail is provided in the profile.
- You can search for a member by leadership position and chapter, division, caucus or section (unit) membership. You can also find the leadership of a particular chapter, division, caucus, section or committee through the committee leadership field or search for a particular leadership position through the committee position field. If you wish, you can narrow your search to do such queries as finding all of the members of a division within a certain area, such country, state or province, city and telephone prefix.
- The search results will display the most commonly used information: the name of the member, company, mailing address, telephone number and e-mail address. SLA's sustaining members (corporate members) are always displayed first with a "," in the name field. The primary contact, if provided, for the sustaining member is listed in the "attention line" in the address field.

Once the search results appear, you can locate more detailed information about a member by clicking on his or her name. The member's fax number, the date he/she joined SLA, chapter/division/caucus affiliations and leadership positions held throughout their membership are also displayed in the search results. If you want to send an e-mail, simply click on the member's e-mail address

• There are four options for printing or exporting results. Whether you want to keep a print copy of your chapter, your division or any of the various search option results handy at your desk or whether you want to have it available on your PDA, there are options to meet your needs. The "printer friendly" option is a simple word table; the "Export to PDF" opens into a printable PDF file (but make sure you select the "fit the page" option). This format resembles the style of the former print edition. You may also "export to Excel," but remember to add ".xis" to the file name or chose "export to comma delimited file." These various options are available to use as a reference tool. Also remember, the information displayed is a member's directory address... not their preferred address.

For any relevant marketing purposes, SLA makes our membership mailing list available. This list, which includes a member's preferred mailing address, excludes those members who do not want to participate and produces a non-dues revenue stream to the association for the one-time lease. Those interested in marketing products and services should contact Candy Brecht at Marketing General by telephone at (703) 706-0383 or visit virtual SLA at http://www.sla.org/content/shop/mailing.cfm to place an order. Before accessing the Who's Who Online, the user must accept a licensing agreement explaining the appropriate use of the information.

• Other information that had previously been in the Who's Who printed directory, such as the Buyer's Guide, is now available on the SLA website.



The Nominating Committee for the SLA 2004 election needs your help to identify ten wise and innovative candidates who are committed to SLA and willing to lead the association. All SLA members are vital to this nominating processi

Please send us the names of colleagues willing to serve in any one of the following capacities: President-Elect, Cabinet Chair-Elect, Division Chair-Elect, or Director. The state for 2004 will contain the names of two candidates for each position except director, which requires four names since two directors are elected each year. More information about the nominating process and position descriptions can be found at http://www.sla.org/content/SLA/Structure/board-index/nominations.

In helping us identify good candidates, consider qualities and experiences that make these people ideal for the positions for which you are nominating them. Consider their views about our profession and our association, and how they might represent us. You are also encouraged to nominate yourself as a qualified candidate.

Please include the nominee's name, affiliation, address, phone number, and the position for which you are nominating him or her. Also include information about positions the nominee previously held at the chapter, division, or association level, the length of SLA service, and any other relevant information. It will help the committee if you can also tell us in what capacity you have served with each individual and how you can personally speak to his or her effectiveness.

Send your nominations by Friday, December 6, 2002 to: Sandy Spuriock, Manager of Library Services, Lovelace Respiratory Research Institute, 2425 Ridgecrest Dr., SE, Albuquerque, NM 87108. Fax: 505-348-4978. Email: sspurioc@LRRI.ORG.

Or email any member of the committee (also by December 6):

Thomas Ciark: thomas.clark@sun.com Judy Field: aa4101@wayne.edu

Carol Ginsburg (Deputy Chair): cigmis@aol.com Eleanor Maclean: Eleanor.maclean@mcgill.ca

Linda Broussard: Linda@sla.org

All nominations will be kept in strict confidence.

Thank you!

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What Every Librarian Needs to Know About the USA Patriot Act

By Doug Newcomb

One year ago, on October 26, 2001, the U.S. Patriot Act became law. The act was a direct response to the terrorist attacks of September 11 and the government's desire to monitor and deter future terrorist activities.

The Patriot Act allows law enforcement officials to gain access to information with a warrant instead of a subpoena. Under a subpoena, the library would have a specified amount of time to produce the information. With a search warrant, the FBI can begin searching records immediately.

Relaxed standards have resulted in expanded activity by the FBI in reviewing public library records of "suspected terrorists." It also made any librarian discussing theses probes or reviews subject to criminal charges. Where has this left many professionals in the information community?

To answer these questions SLA, the American Association of Law Libraries, the American Library Association, the Association of Research Libraries and the Medical Library Association have joined together to present a teleconference scheduled for December 11, 2002.

Summary of the Issues

The act, called the "Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act" (USA PATRIOT Act), broadened the surveillance capabilities of law enforcement. It contained new provisions governing criminal and foreign intelligence investigations and in so doing, affected state and local privacy laws. Since its passage, many libraries have seen an increase in law enforcement inquiries. Authorities have sought access to patron records, including electronic mail and other previously protected electronic communications.

On May 30, 2002, the Attorney General issued Guidelines that expand the FBI's investigative powers. On July 16, President Bush announced a "National Strategy for Homeland Security." All of these measures have profound implications for libraries and their patrons' privacy.

- What do the PATRIOT Act, revised FBI Guidelines and other Homeland Security measures mean for all types of librarians and library patrons?
- How should librarians respond to requests from law enforcement for patron information?
- What policies and procedures should be implemented at libraries?
- What tools or resources are available to help librarians understand the changing landscape and respond with confidence to law enforcement requests?

This teleconference will provide libraries and their governing institutions with an analysis of the implications of the recent anti-terrorism measures. It will include identifying steps that institutions need to take to comply with proper search warrants, subpoenas and wiretap requests from law enforcement. Panelists will address the key legal issues and policy implications for libraries and the impact of any legislative and regulatory proposals on the privacy and First Amendment rights of library users.

The targeted audience for this program is information specialists, including: librarians, legal counsels, library administrators/executives, library governing board members, information technologists and state networks/consortia staff

By November 1, registration is \$350 each for one to three sites. After November 1, registration is \$400 each for one to three sites.

There is no limit to the number of participants at a site. Each registered site is allowed to make one videotape copy of the teleconference. On the registration form, we ask if you are willing to allow participants from outside your organization to attend the teleconference at your site. Interested individuals in your area may not have access to satellite downlink sites at their own institutions.

News stories about the searches hit the papers in June. The searches, which have been going on for some time, are mainly targeting libraries in large urban areas. Since the FBI will not allow libraries to discuss these searches, no details of what the agency looked at or found are available. Be prepared if the FBI shows up at your library. Because of the gag order the FBI has imposed on libraries, details of these searches will not be available.

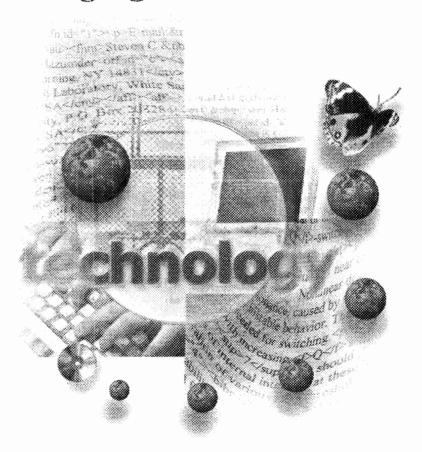
Full details and registration information are located at: http://www.arl.org/patriot/. You and your colleagues will not want to miss this teleconference. For more information, contact Doug Newcomb at Doug@sla.org.



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Get Involved In SLA's Homeland Security Initiative

by Anthony Blue

In June of this year, President Bush outlined his plan for homeland security. This broad new strategy titled "National Strategy for Homeland Security" called for the reorganization of several government agencies and the consolidation of more than 100 domestic security operations into the new Homeland Security department. He appointed Pennsylvania Governor Tom Ridge as director. The President asked Congress to quickly approve his plan in order to strengthen our national security. Chaired by Rep. Dick Armey, the Select Committee on Homeland Security incorporated additional improvements to the President's proposal. The revised bill preserved the essential functions outlined in the President's plan while adding several changes to help ensure successful implementation and continued congressional oversight.

In July 2002, the House of Representatives passed H.R. 5005. As this publication went to press, the Senate had not taken their vote on the President's proposal. In light of these developments, SLA launched a new initiative in late summer to promote special librarians and information professionals to congressional leaders and government officials as key decisions were debated in Congress. Specifically, the initiative calls for the Select Committee on Homeland Security, key congressional leaders and government officials who will be overseeing this massive reorganization to seek qualified information experts for positions in these agencies.

The initiative will also seek the assistance of other national library organizations for industry wide collaboration. But to effectively represent information professionals and implement this campaign, the association is asking for input from its membership to accurately convey the information industry's position. SLA members are the best sources of information about what their roles should be in regard to government reorganization and the creation of the Homeland Security Agency. SLA members also have a grassroots understanding of what is happening in their own geographic area, area of specialization and interest. A massive membership write in will help the federal government take notice. Lawmakers like hearing from the public, especially their constituents. This communication tool keeps them connected to the pulse of the people.

While input from one person can make a difference, correspondence from a large group lends credibility to the cause. We are asking the members to contact their representatives and write a series of letters outlining the need for information professionals to be part of the solution on integrating and exchanging information between the agencies.

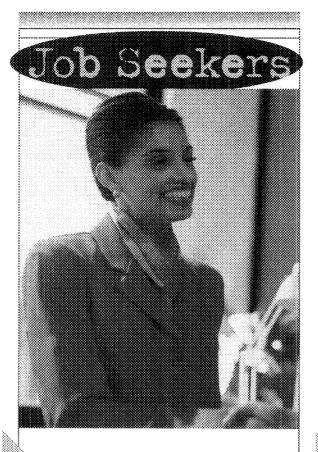
But making your voice heard through the halls of congress and government may seem like a daunting task. The Homeland Security page of the front page of Virtual SLA contains links to the members of the Select Committee on Homeland Security as well as the U.S. Senate and U.S. House of Representatives. Your

participation provides a great opportunity for SLA to enhance the future of the information profession by nudging our elected officials to take a look at our profession.

SLA members are experts who understand the vital role of credible information in respect to our nation's security and possess the best competencies to serve those needs. I hate to preach to the choir but corporations and academics have learned the value of these skills over the course of many years, relying on information experts as in a variety of non-traditional capacities. I challenge the new department of Homeland Security as well as the reorganized agencies to find a more qualified information candidate to efficiently manage and navigate the inevitable, overwhelming flow of information that it will be faced with. I also challenge SLA membership to get the letters rolling into Congress to raise awareness for the profession and our cause.

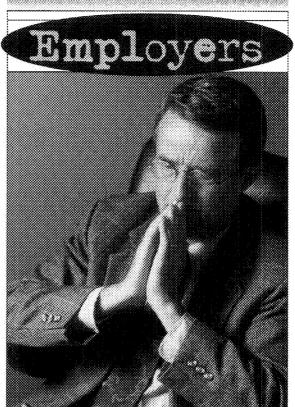
Homeland security will be an enormous task that will take some time and patience if it is to work properly. It will require fundamental cooperation, information sharing, innovation and knowledge exchange. However, if it is to succeed, we must aggressively seek new solutions to existing and future problems. It is our national responsibility to put our knowledge and skills to work to protect our freedom and communicate that we are apart of the solution. The SLA Board of Directors and headquarters staff would like to hear your feedback on what our members' role should be in regard to Homeland Security.

Please send your comments and suggestions to lynn@sla.org.



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They Can Do That?!

by Stephen Abram

As a child spawned in the '50s, I still wait for the robot that will clean my house and cook my food, the jetpack that will lift my earthbound body to the skies and the teleporter that will make my travel independent of vehicles, space and time. But wait, there's hope.

- In 1999, Lene Hau rode a bicycle at the speed of light. She's not a racer; she's a physicist at Harvard University. She accomplished this by slowing light down—to an incredible 60 kilometers (37 miles) an hour. And in 2002, she stopped light dead in its tracks—from 300 million meters (186,000 miles) per second to a dead stop.
- Indeed, in August 2001, researchers at the Max Planck Institute for Biochemistry performed an experiment where a living organism's biological neurons were directly linked and communicated bi-directionally with a silicon chip for the first time. It opens the door for those advanced bionics we imagined on TV shows and links between real and artificial intelligence.

The line between imagination and reality blurs further every day. My plan for this column is to highlight some of the whiz-bang innovations that are arriving on our near-term horizon, of which may or may not make a difference in our professional lives.

As a profession we've nailed a few things-print, text, word-based content. We're still challenged by a few others like pictures, sound and video. Non-print content is emerging as a hot issue because sounds have left the world of physical objects like tapes and CDs and became nearly virtual as MP3's; static pictures have mutated into a variety of formats like JPEG, TIFF and GIF; while movies, slide shows, DVDs and videotape have escaped their physical chains into a multitude of MPEG and other digital formats. This is exciting and challenging for information professionals who set their stock in trade at being able to find and deliver the best of everything, from the past and present.

One very interesting company is Technologies (http:// www.ltutech.com/). Technology Review, MIT's Magazine of Innovation, named Dr. Chahab Nastar, LTU's CEO and co-founder to the TR100, as one of the "World's Top Innovators Under Age 35." The TR100 consists of 100 young individuals whose innovative work in business and technology has a profound impact on today's world. Nastar was selected for his pioneering work in the field of digital image recognition. There is no doubt our world communicates knowledge, learning and information in more ways than through print and that these other modes have definitely increased in importance over the past century due to radio, television and the Internet. It is also clear that our tools, services, colleagues and libraries have generally lagged in their ability to store, access and deliver this content. To fully comprehend what LTU's innovations do, imagine products that:

 Automatically index and classify digital content contained in still images. Users can index images in real-time. First, the system analyzes an image or video dataflow based on its visual features (shape, color, texture, etc.). This dataflow is then translated into a digital signature of the image, which is used to identify and categorize its contents (people, sports, etc.) and a variety of its graphical attributes (dominant hue, orientation, etc.). Each image is then indexed with an appropriate keyword or score.

- Effectively search and navigate large digital collections of images. Indeed, categorization thresholds can be customized in the indexing process according to companyspecific annotation/classification processes and a user can add higher-level contextual and perceptual keywords for further customization.
- Automatically index and segment digital videos and also automate content clipping and integration into digital archives and other content management or publishing workflows. The tool adds metadata to video by identifying content elements from the pixels.
- Using the LTU tool set, you can create digital asset management solutions that will automatically analyze the content of and filter out unwanted images or video (e.g., X-rated) or traffic them into specific collections.
- Search and scrape digital repositories, like the Web, using the LTU image comparison engine that can integrate with monitoring and textbased tools to produce a complete solution for market intelligence, brand protection or copyright and trademark infringements.

Products mentioned are not endorsed by Stephen Abram, Micromedia ProQuest or SLA and are used here for illustrative purposes to highlight the types of technology opportunities that are coming to the market.

Stephen Abram is vice president of Micromedia ProQuest in Canada. He can be reached at sabram@micromedia.ca.



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UCITA & Other Online Contracts

by Laura Gasaway

The Uniform Computer Transactions Act (UCITA) is a model uniform state law that must be adopted state-by-state. It basically creates a presumption that computer information transactions, which include, but are not limited to software, are licenses rather than sales. Further, it explicitly validates shrinkwrap, clickwrap or clickon contracting practices that may restrict warranties and purchasers' use

law, UCITA seemed to stall. It has been opposed not only by library associations, but also by a wide range of consumer groups. A number of lawyers have also opposed enactment of the model law, including the American Bar Association's UCITA working group and 34 of the 50 state attorneys general.

By August 2001, the National Conference of Commissioners on Uniform State Laws (NCCUSL), the body responsible for UCITA, began to recognize that the proposed model law was unlikely to be enacted in additional states. Several states that con-

Library associations continue to oppose even the amended UCITA, believing that it is fundamentally flawed and biased in favor of the software industry against the interests of libraries and their users.

of the software. Some of the other complaints about UCITA include: 1) that it validates post-payment disclosure of materials terms of a software licensing contract: 2) it permits licensors to fail to disclose known defects in the software: 3) it creates doubt about whether software transactions are covered by consumer protection law in existence for other goods; 4) it validates the use of transfer restrictions in the mass market that conflict with traditional consumer expectations; 5) it permits owners to exercise self help and disable a licensee's use of the software unilaterally; and 6) it prohibits a licensee from even criticizing the software.

Both Virginia and Maryland enacted UCITA in 2000. Following an initial flurry in which it appeared that many states would adopt the model sidered UCITA actually enacted what is called a "bombshelter" law that allows a citizen of a state to avoid any provision in a contract that says it is governed by UCITA. Bombshelter legislation will prevent software producers from using electronic contracts that automatically select Virginia or Maryland as the choice of forum for any disputes under the contract, thereby making UCITA applicable to contracts in states that have not adopted it.

After the American Bar Association objected to UCITA, NCCUSL began to reexamine the provisions and changed some of the more controversial provisions. For example, electronic self-help was banned; instead, vendors would have to go to court for breach of contract. Additionally, consumer protection laws would trump UCITA, and

no contract could waive consumer protection under state or federal law. Important to libraries and educational institutions, the right to criticize an electronic product was preserved; remedy for known material defect was preserved just as it is for any goods or services; and reverse engineering for interoperability was expressly authorized.

The American Bar Association working group on UCITA issued a report in February 2002 that agrees there is need for a uniform law, but stating that UCITA is still unworkable in its current form, even with these changes. At the end of July 2002, NCCUSL met and offered 38 amendments to UCITA. It will present these changes to the American Bar Association.

Library associations continue to oppose even the amended UCITA, believing that it is fundamentally flawed and biased in favor of the software industry against the interests of libraries and their users. The Special Libraries Association, along with other library groups, is a member of AFFECT, Americans for Fair Electronic Commerce Transactions (http://www-affect@ucita.com/ index.html) formerly 4Cite. Even if all of the proposed amendments to UCITA are adopted, the major complaint of library associations has not changed: shrinkwrap and clickwrap licenses are non-negotiable licenses and the terms of the license agreement are not even disclosed until after payment is made for the product. These terms often attempt to restrict even legitimate uses of the material that would be allowed under copyright and fair use, such as interlibrary lending, preservation copying and the like.

Consumer concerns are not solved by the amendments either. Three major issues remain for consumers. First, it remains unclear whether and to what extent a state's consumer laws would apply when UCITA is applicable. Second, software producers can still disclaim warranties even under the amended language. Third, consumer groups agree with library associations that UCITA would enforce contract terms that are not even disclosed until after payment for the software. There is also considerable concern that consumers will not even read these agreements, in any event, and will be agreeing by clicking without having a clear notion of the terms of the agreement.

Much of the disagreement is over the underlying policies for UCITA. By contrast, last year the Committee on the Law of Cyberspace of the American Bar Association developed a list of six principles that librarians and library associations are much more likely to favor. These principles are specifically for the digital environment to create enforceable click-through agreements, which were announced last year. Most libraries would agree that these are commonsense principles based on fairness to both parties.

Principle 1: Users must have easy, automatic access to the terms of the proposed contract as well as a subsequent opportunity to review terms.

PRINCIPLE 2: The contract terms should be provided so that the display complies with applicable laws on notice, disclosure, conspicuousness and other formal requirements.

Principle 3: Assent to the terms—directs licensors to make sure that a user has notice of the consequences of clicking a button or otherwise indicating assent to contract terms.

PRINCIPLE 4: Drawn from the Uniform Electronic Signatures Act (UETA), states that the assent process should provide a reasonable method to avoid or detect and correct errors likely to be made by the user in the assent process.

Principle 5: If the user rejects the agreement terms, that action should actually prevent the user

from getting whatever the clickthrough agreement grants and means that agreements need both an "I agree" and "I disagree" button.

Principle 6: Encourages licensors (vendors and publishers) to provide for preservation of records of the contract terms and the manner in which the user indicated assent to them so that the user can print out a version of the contract terms.

UCITA still looms on the horizon, but not so large as it did a couple of years ago. Librarians are still advised to watch their state legislatures carefully and be prepared to present to those bodies the problems that libraries and library users will encounter if UCITA is enacted in their state.

For earlier columns dealing with UCITA, see "Copyright Corner" in *Information Outlook*, December 1999 & June 2000

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Each year, SLA awards more than \$30,000 in scholarships for professional development and graduate study at accredited schools of library and information science. Each scholarship is awarded through criteria based on applications, transcripts and personal interviews with SLA members.

Awards will be announced in May 2003, and will be officially recognized at the SLA 94th Annual Conference in New York, New York. Application instructions and eligibility requirements can be found on Virtual SLA at www.sla.org. For more information, contact the SLA membership department at 202-939-3671 or via email at diana@sla.org.

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- Institute for Scientific Information (ISI) Scholarship will be granted for beginning graduate study leading to a doctoral degree from a recognized program in library science, information science or related fields of study. One \$1,000 ISI Scholarship is available each year. Applicants must be members of SLA and have five years of working experience in special libraries.
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Applications are now being accepted for SLA's 2002-2003 Awards and Honors Program. All nominations must be postmarked by December 6, 2002, with the exception of International Special Librarians Day Award (May 08, 2003).

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SLA units and individual members are encouraged to submit nominations. All SLA members in good standing may be nominated for an award (exceptions: Professional Award, Honorary Member and Media Awards). Individuals may be nominated by any member(s) of the association (including self-nominations) or by an employer or colleague. For complete listings, descriptions and committee information on all SLA Awards, please visit the awards section of Virtual SLA at www.sla.org.

Nominations for the H.W. Wilson Company Award are selected by the H.W. Wilson Committee and are based on articles published in Information Outlook® during the 2002 publication year. The Factiva 21st Century Competencies in Action Award requires a separate application. All SLA Awards nominations should be sent directly to the Public Communications Department at SLA Headquarters. To request an award nomination form, contact Anthony Blue at 1.202.939.3633 or email: anthony@sla.org.

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Vancouver, British Columbia, Canada http://www.chspr.ubc.ca/ pncmla/

WebSearch University October 22-23 Chicago, IL, USA www.websearchu.com/ schedulech.html

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SLA's Virtual Seminar October 30 2:00 p.m. - 3:00 p.m. www.sla.org/content/Events/ distance/virtsem2002/ index.cfm

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104th Annual California Library Assoc. Conference & Exhibition November 15-18 Sacramento, CA, USA www.cla-net.org/conf/ conf.html

American Society For Information Science & Technology (ASIST) Annual Meeting November 18-21 Philadelphia, PA, USA www.asis.org

WebSearch University November 19-20 Dallas, TX, USA www.websearchu.com/ scheduledal.html

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www.sla.org/division/dmil/
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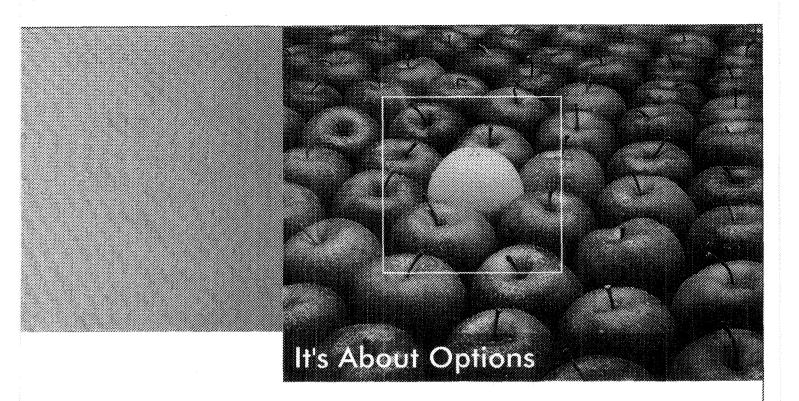
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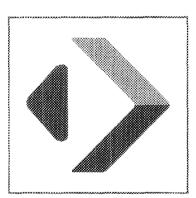
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